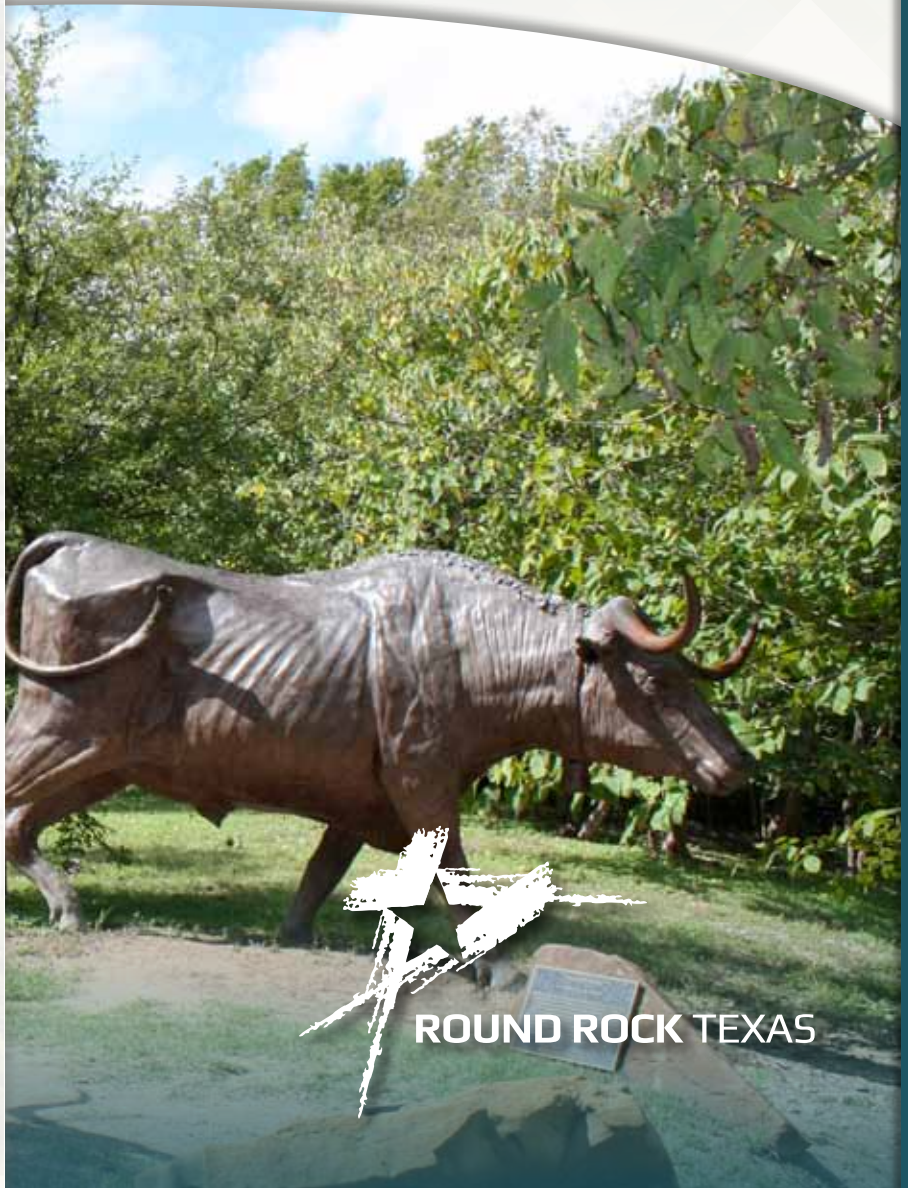


Strategic Plan

2015-2016

City of Round Rock Strategic Plan
Strategic Plan Measures



ROUND ROCK TEXAS

Strategic Plan

2015-2016



ROUND ROCK TEXAS



Strategic Planning of the City

The City views its planning and operations in a strategic manner. This planning approach involves making assumptions about the community's needs for the next ten years. Planning for the Water/Wastewater Utility extends to twenty years for infrastructure needs and well beyond thirty years for water reserves. These needs are identified through citizen and customer surveys, open house forums, research into technological innovation, demographic trend analysis, and observation of other factors affecting the community.

The Round Rock City Council recently reviewed and updated the strategic plan which is designed to help achieve the City's long-range vision. Each year the Council will review the vision and recommit to a five year strategic plan. The Plan identifies the City's underlying principles on which decisions should be based and includes specific goals to be achieved. Each goal is further defined by a set of objectives and short term actions to be taken to achieve these associated goals.

The Plan was developed to reinforce long term planning for both day to day operations and capital projects. The City Council enlisted staff assistance via department directors in developing the plan. This team approach is critical to success as it allows staff to better understand the City Council's goals and vision for the City. In turn, staff can more successfully plan City projects and budgets to achieve the shared vision.

2013-2027 Goals

- Financially Sound City Providing High Value Services
- City Infrastructure Water: Today and for Tomorrow
- Great Community to Live
- "The Sports Capital of Texas" for Tourism and Residents
- Authentic Downtown – Exciting Community Destination
- Sustainable Neighborhoods – Old and New

Performance Measurement

The City believes that it is important to not only plan for and provide adequate levels of quality service, but to also provide a means of measuring and reporting the results of our efforts. As more information is provided about how we are performing, the City Council, the public, the staff and others can determine the value of programs and opportunities for improvements.

This document attempts to provide basic measurement data regarding changes in funding for the various departments. The manner in which this measurement data is presented is a standard bar chart reflecting changes in costs and comparative expenditures per capita for the current and most recent fiscal years. The mission of every department incorporates a variety of complex operations, making it difficult to provide a single or even a few statistical measures. However, the per capita funding comparisons provide a broad view of changes in level of service for the departments.

With regard to the fiscal year ending on September 30, 2015, the City anticipates another solid performance in terms of financial condition and quality of service provided. Financial policies will be met and the City's strong financial position will be maintained. Substantial progress has been made toward goals set last year by the City and its departments and levels of service have continued to meet the demands of a growing community.

Strategic Plan 2012 - 2027

In 2012, the City Council and City management reviewed and adopted a new multi-year strategic plan for the City. This new plan includes goals to be accomplished and guidelines to be followed to reach the vision for the City by 2027.

The vision outlined for 2027 is for Round Rock to be:

- A Family-Friendly Community that is Safe and Distinctive by Design
- The Sports Capital and Major Medical and Educational Destination
- An Authentic Downtown and choice of Great Neighborhoods

For each of these components of the vision, these are the Guiding Principles identified for each.

A. Family-Friendly Community

- Sense of community identity and pride
- Strong community events, festivals and activities
- Top quality schools and educational programs
- Strong presence of faith institutions
- Strong cultural arts: residents engaged or participating in programs and activities

B. Safe

- Recognition as the safest community in the U.S.A.
- No tolerance for criminal activities
- Low crime rate: Part I and Part II
- Timely response to emergency calls for service
- No visual blight – attractive and safe appearance

C. Distinctive By Design

- Distinctive gateways and entrances – “You know that you are entering Round Rock”
- City facilities and landscaping reflective of local character
- New developments and major buildings designed for attractiveness
- Preservation of Round Rock’s historic character
- Native water-wise landscaping in public and private areas

D. The Sports Capital

- Round Rock expanded brand as: “The Sports Capital”
- First class sports facilities and fields: state of the art and well-maintained
- Balance field facilities use: recreation, tournaments, tourism
- Multi-use fields and facilities for practice and games
- Attraction of regional and national tournaments

E. Major Medical And Educational Destination

- World class hospitals and medical facilities
- Medical research, biotech, and technology businesses
- Attraction of medical related businesses, including small scale trial manufacturing and medical tech manufacturing
- Technology incubator supporting opportunities to start and grow a business
- Expanded educational institutions: Austin Community College, Texas A & M Medical School, Texas State, Trade and Technical Educational Schools

F. Authentic Downtown

- Reputation as an exciting, “trendy” place to go and hang out
- Variety of entertainment venues and activities, restaurants, bars and live music
- Public trail access and use of Brushy Creek
- River walk with public spaces and commercial businesses
- Preservation of historic buildings and character

G. Choice Of Great Neighborhoods

- Range of housing choices: town homes, patio homes, upscale homes, and starter homes
- Easy access to open spaces, neighborhoods, recreation and leisure facilities and activities
- Well-maintained modernized housing stock
- High-end housing in executive neighborhoods
- Active home-owner associations and organizations for socializing and sharing responsibility for the neighborhood

Goals have been established and prioritized through 2018 with target areas assigned to department directors. These goals and objectives are reviewed annually to evaluate accomplishments and modify as necessary. This annual review will allow for changes to happen in a timely manner and as needed in order to ensure that they are still valid and meaningful.

Each of the target areas are classified by the actions required to accomplish the task, along with a priority level. The classifications are Policy and Management. Policy requires direction from the City Manager and/or City Council and might need department involvement for information. The Management classification requires action from the department level and will have a set deliverables.

Strategic Plan Measures

Policy Agenda - Top Priority Projects

| Target Area | Action | Goal | Department | 2015 Due Date | 2015 Done | 2016 Due Date | 2016 Done |
|---|---|--------|-----------------------|---------------|-----------|---------------|-----------|
| City Financial Policies: Review | | Goal 1 | Finance | | | | |
| Milestones: | 1. Develop outline for financial framework | | | 7/15 | ✓ | | |
| | 2. Council presentation: Comprehensive Fiscal & Budgetary Policy framework | | | 8/15 | ✓ | | |
| | 3. Develop financial policy document | | | | | 4/16 | |
| | 4. Council Decision: Policy approval | | | | | 4/16 | |
| Status: | Financial framework has been delivered and is being used for the budget presentation. Outline of policy updates will be presented at the February 2016 Council retreat. Final adjustments and presentation planned for April 2016. | | | | | | |
| Gypsum Site Development Plan | | Goal 5 | Planning | | | | |
| Milestones: | 1. Negotiate development agreement | | | Ongoing | | | |
| | 2. Complete development agreement | | | Ongoing | | | |
| | 3. Council Decision: Development Agreement, Re-zoning | | | | | 2016 | |
| Status: | The City Council directed staff to begin negotiations with Lovett for the construction of Urban Townhomes. The project is currently under design by the developer. Negotiations regarding the sale and PUD will commence once a site design layout has been formalized. | | | | | | |
| Property Tax Rate: Decision and Funding - COMPLETE | | Goal 1 | City Manager's Office | | | | |
| Milestones: | 1. Prepare Report | | | 6/15 | ✓ | | |
| | 2. Council Decision: Direction | | | 8/15 | ✓ | | |
| Status: | Adopted budget includes 8% over the effective rate but no change on the nominal rate. This will help cover new debt and additional program funding. | | | | | | |

Strategic Plan Measures (cont.)

Policy Agenda - Top Priority Projects

| Target Area | Action | Goal | Department | 2015 Due Date | 2015 Done | 2016 Due Date | 2016 Done |
|--|--|--------|-----------------------|---------------------|--------------|---------------------|--------------|
| Comprehensive City Facilities Plan | | Goal 1 | General Services | | | | |
| Milestones: | 1. Council Presentation: Facilities and City Owned Land | | | 8/15 | ✓ | | |
| | 2. Council Decision: Approval | | | 8/15 | ✓ | | |
| | 3. Finalize proposal for budget | | | 8/15 | ✓ | | |
| | 4. Council Budget Decision: FY 16 | | | 9/15 | ✓ | | |
| Status: | Delivered the final presentation to Council on August 13, 2015. Next step is to start Phase 1 on Luther Peterson. | | | | | | |
| Master Transit Study | | Goal 2 | Transportation | | | | |
| Milestones: | 1. Prepare draft study | | | 8/15 | ✓ | | |
| | 2. Council Presentation: Direction | | | 11/15 | ✓ | | |
| | 3. Incorporate in Master Transportation Plan | | | | | TBD | |
| Status: | Presented to the Council on November 10th. | | | | | | |
| Economic Development Deals and Agreements | | Goal 4 | City Manager's Office | | | | |
| Milestones | 1. Council Decision: Incentive Packages | | | Ongoing | | | |
| Status | ED Partnership and City staff are working together to review processes to ensure continued success. There are three economic development agreements that will soon be included on upcoming agendas for Council's review and action - Project Journey, Project Cool and Project Spinning. | | | | | | |
| Class "A" Office Development | | Goal 4 | City Manager's Office | | | | |
| Milestones: | 1. Council Decision: Agreement | | | Ongoing | | | |
| Status: | City Council recently approved an agreement with Houghton Mifflin Harcourt Publishing Company in June 2015. There are two other opportunities for Class "A" Developments under review. | | | | | | |

Strategic Plan Measures (cont.)

Policy Agenda - High Priority Projects

| Target Area | Action | Goal | Department | 2015 Due Date | 2015 Done | 2016 Due Date | 2016 Done |
|--|---|--------|-----------------------|---------------------|--------------|---------------------|--------------|
| City Service and Staffing: Direction and Funding - COMPLETE | | Goal 1 | City Manager's Office | | | | |
| Milestones: | 1. Review department requests: short-term & long-term | | | 5/15 | ✓ | | |
| | 2. Prepare budget option: services & staffing | | | 8/15 | ✓ | | |
| | 3. Council budget decision: staffing & funding | | | 9/15 | ✓ | | |
| Status: | Direction and funding were addressed in the 2015-2016 adopted budget. | | | | | | |
| Northeast Development Strategy and Actions | | Goal 4 | U&ESD | | | | |
| Milestones | 1. Develop initial report | | | | | 1/16 | |
| | 2. Identify parcels - Potential annexations and development agreements | | | | | 1/16 | |
| | 3. Council Presentation: Report and next steps | | | | | 2/16 | |
| Status: | Met with Jonah SUD in July 2015 to discuss CCN issues and opportunities for the northeast quadrant. In September drafted and sent to Jonah for review an Interlocal Agreement for Joint Water Service Cooperation and Emergency Water Service between the City and Jonah. | | | | | | |
| Fire Station and Staff: Direction and Funding | | Goal 1 | General Services/Fire | | | | |
| Milestones: | 1. Council Discussion: Westside Fire Station | | | 6/15 | ✓ | | |
| | 2. Council Decision: Direction for Westside Fire Station | | | 8/15 | ✓ | | |
| | 3. Council Budget Decision: Land Acquisition, Design, Construction | | | 11/15 | ✓ | | |
| | 4. Land acquisition | | | TBD | | | |
| | 5. Initiate design | | | TBD | | | |
| Status: | Currently under environmental testing phase. General Services will start design in late 2016. | | | | | | |

Strategic Plan Measures (cont.)

Policy Agenda - High Priority Projects

| Target Area | Action | Goal | Department | 2015 Due Date | 2015 Done | 2016 Due Date | 2016 Done |
|--|--|--------|-----------------------|---------------------|--------------|---------------------|--------------|
| New Business Incentives: Policy Direction Type B Funding Mechanism - COMPLETE | | Goal 4 | City Manager | | | | |
| Milestones: | 1. Complete financial analysis of Type B | | | 2015 | ✓ | | |
| | 2. Prepare report | | | 2015 | ✓ | | |
| | 3. Council presentation and direction | | | 9/15 | ✓ | | |
| Status: | The 5-year financial overview including the transportation and economic development components were presented as part of the Council workshop and is included in the adopted 2015-2016 budget. | | | | | | |
| Kenney Fort (Arterial "A") Next Steps and Funding | | Goal 2 | Transportation | | | | |
| Milestones | A. Section 4 - Joe DiMaggio to Old Settlers | | | | | | |
| | 1. Council Decision - Continue to move forward | | | 6/15 | | | |
| | 2. Complete design | | | | | 1/16 | |
| | 3. Council Decision: Land Acquisition & Condemnation | | | | | 4/16 | |
| | B. Sections 2 & 3 - Forest Creek to Toll 45 | | | | | | |
| | 1. Work with County to begin survey work | | | 12/15 | | | |
| | 2. Complete preliminary schematic/assessment | | | | | 6/16 | |
| | 3. Council update - cost/funding | | | | | 7/16 | |
| Status: | Section 4 - Consultant working with PARD's design consultant. Section 2 & 3 - Working with the County for advanced funding options. | | | | | | |
| Rock Development Code | | Goal 6 | Planning | | | | |
| Milestones | 1. Council Update | | | 4/15 | ✓ | | |
| | 2. Complete Code | | | 12/15 | | | |
| | 3. Council Decision: Code Adoption | | | | | 3/16 | |
| Status: | Currently working with legal to review the draft document; public comment is anticipated to begin by year's end. | | | | | | |
| Wow Project | | Goal 3 | City Manager's Office | | | | |
| Milestones | 1. Coordination with the Chamber | | | 12/15 | | | |
| | 2. Council Direction | | | | | 2/16 | |
| Status: | Still in progress | | | | | | |

Strategic Plan Measures (cont.)

Management Agenda - Top Priority Projects

| Target Area | Action | Goal | Department | 2015 Due Date | 2015 Done | 2016 Due Date | 2016 Done |
|---|---|--------|------------------|---------------------|--------------|---------------------|--------------|
| Long Term Financial Projections and Plan: Development | | Goal 1 | Finance | | | | |
| Milestones: | 1. Gather financial information | | | Ongoing | | | |
| | 2. Develop financial model/framework | | | Ongoing | | | |
| | 3. Review with City Management | | | 11/15 | ✓ | | |
| | 4. Council Presentation: Financial Projection and Plan | | | | | 2/16 | |
| Status: | Analytic tool is being developed. 5-year capital requirements are gathered. 5-year outlook for Type B and HOT funds were presented with the 2015-2016 adopted budget. | | | | | | |
| Vehicle Fleet Replacement Policy and Plan: Direction and Funding | | Goal 1 | General Services | | | | |
| Milestones: | 1. Prepare recommendation for FY 16 | | | 7/15 | ✓ | | |
| | 2. Council Budget Decision | | | 8/15 | ✓ | | |
| | 3. Develop Vehicle Fleet Replacement Plan | | | | | 1/16 | |
| | 4. Review with Executive Team | | | | | 2/16 | |
| | 5. Incorporate in Budget Proposal for FY 17 | | | | | 8/16 | |
| Status: | Council will review replacement list in November. | | | | | | |
| Transportation Master Plan: Update | | Goal 2 | Transportation | | | | |
| Milestones: | 1. Define scope | | | 6/15 | | | |
| | 3. Council Decision: Award Contract | | | 8/15 | | | |
| | 4. Complete Update | | | | | 6/16 | |
| | 5. Council Presentation: Plan update | | | | | 6/16 | |
| Status: | Meeting with proposed consulting firm in November/December to define scope. Also working with PARD on the trails plan to ensure work is not duplicated. | | | | | | |

Strategic Plan Measures (cont.)

Management Agenda - Top Priority Projects

| Target Area | Action | Goal | Department | 2015 Due Date | 2015 Done | 2016 Due Date | 2016 Done |
|--|---|--------|----------------------------|---------------------|--------------|---------------------|--------------|
| Road / Utility Infrastructure Plan for Northeast Quadrant | | Goal 2 | Transportation & Utilities | | | | |
| Milestones: | 1. Review current plan | | | 9/15 | ✓ | | |
| | 2. Prepare Comprehensive Preliminary Plan - Roads & Utilities | | | 10/15 | ✓ | | |
| | 3. Council Presentation/Decision: Preliminary Plan, Direction and Next Steps | | | | | 1/16 | |
| Status: | Water and Wastewater Master Plans for the entire City were updated in August 2015. Over the past several years, water, wastewater, and reuse water lines have been extended into the NE Quadrant. | | | | | | |
| Forest Creek Golf Club: Contract, Short Term Improvement | | Goal 2 | City Manager's Office | | | | |
| Milestones: | 1. Hire Consultant for Golf Course Assessment | | | 7/15 | ✓ | | |
| | 2. Staff to review assessment | | | 9/15 | ✓ | | |
| | 3. Council Presentation: Present result of the assessment | | | 11/15 | ✓ | | |
| | 4. Council Direction: Preliminary Plan, Funding, and Next Steps | | | 12/15 | | | |
| Status: | Golf Convergence presented their report to the Council on November 12th. A project manager has been assigned to the project to move forward with the maintenance recommendations. | | | | | | |

Strategic Plan Measures (cont.)

Management Agenda - High Priority Projects

| Target Area | Action | Goal | Department | 2015 Due Date | 2015 Done | 2016 Due Date | 2016 Done |
|---|---|--------|----------------|---------------------|--------------|---------------------|--------------|
| East Downtown Infrastructure Master Plan: Direction and Funding | | Goal 5 | Transportation | | | | |
| Milestones | 1. Complete 60% | | | 5/15 | ✓ | | |
| | 2. Council Presentation: 60% completion | | | 6/15 | ✓ | | |
| | 3. Complete 100% | | | 12/15 | | | |
| | 4. Council Decision: Projects and funding | | | | | 1/16 | |
| Status: | Public meetings are underway. | | | | | | |
| Utility Rates: Model and Structure (Water & Wastewater) - COMPLETE | | Goal 1 | Utilities | | | | |
| Milestones: | 1. Finalize report | | | 4/15 | ✓ | | |
| | 2. Council Decision: Rate Structure | | | 4/15 | ✓ | | |
| Status: | In June 2015, Council adopted new wholesale water and wastewater rates that become effective October 2015. | | | | | | |
| Executive Homes: Zoning, Private Roads, Gated Direction | | Goal 6 | Planning | | | | |
| Milestones | 1. Inventory potential | | | 4/15 | ✓ | | |
| | 2. Pursue potential developers (with Chamber of Commerce) | | | Ongoing | | | |
| Status: | Ongoing - Taylor Morrison proposal withdrawn; Chamber taking the lead with staff support from P&DS. | | | | | | |
| EMS Equipment: Direction and Funding - COMPLETE | | Goal 1 | Fire | | | | |
| Milestones | 1. Collaborate with Williamson County Medical Director about fire department providing Advanced Life Support Care | | | 2014 | ✓ | | |
| | 2. Identify equipment needs | | | 1/15 | ✓ | | |
| | 3. Develop Budget Program Improvement | | | 2/15 | ✓ | | |
| | 4. Budget Presentation - Obtain Funding & Implement Program | | | 10/15 | ✓ | | |
| Status: | Program will be addressed by City Council for budget improvement and if approved, staff will move forward with acquisition of equipment and training. Full implementation would be sometime in Spring 2016. | | | | | | |